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Flying Operations

WEAPONS AND TACTICS PROGRAMS



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This publication implements Air Force Policy Directive (AFPD) 11-4, *Aviation Service*. The organization, responsibilities and procedures for unit weapons and tactics organizations are detailed in this instruction. Additionally, the Weapons School graduate management program is described in this instruction. This instruction applies to all units involved with the training and employment of Combat Air Forces (CAF), Air Force Global Strike Command (AFGSC) Forces, Air Force Special Operations Forces (AFSOF), Mobility Air Forces (MAF), Air Force Reserve Command (AFRC) Forces and National Guard Bureau (NGB) Forces. All subordinate organizations, including individual units, may supplement this instruction to cover unique requirements. Units must send supplements, through their chain of command to the functional OPR (ACC/A3TW) for review and coordination before publishing. MAJCOMs will forward a copy of MAJCOM supplements to HQ ACC/A3TW. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847s from the field through Major Command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This revision updates approved weapons instructor courses (WICs), adds new MAJCOM and MAJCOM-equivalent organizations, implements new guidelines that further refine requirements

for student slot allocations to the Air Reserve Component (ARC) in paragraph 6 and Table 1, and clarifies the weapons officer tier/priority matrices and manning standards. This revision implements the Social Security Reduction Act of 2007 and removes any requirement for full or partial social security numbers to be provided in the applicant nomination sheet. Additionally, it adds Attachment 4 – Procedures to Establish a new WIC.

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1. GENERAL GUIDANCE

1.1. Objective and Scope. This instruction specifies the responsibilities of Air Force Weapons and Tactics Offices, Weapons Officer (WO) management, WO utilization, WIC standup, WIC closure and ARC agreements. Throughout this instruction, Weapons and Tactics Offices are referred to as "Weapons Shops." Due to the diversity of weapons shops, this instruction provides only common, required actions. Specific programs may require Major Command (MAJCOM), Number Air Force (NAF), Wing, Operations Group or Squadron supplements to this instruction. Throughout this publication, the USAF Weapons School is abbreviated as "USAFWS" and wherever the term MAJCOM is used, it also refers to MAJCOM equivalent organizations (e.g. AFISRA) where no MAJCOM exists. Additionally, AFSOF will be referred to as "SOF" throughout this document.

2. WEAPONS SHOP GUIDANCE.

2.1. Policy. Weapons shops should be established at all levels. [Attachment 3](#) addresses specific responsibilities at each level. This chapter applies to weapons shops at the wing level or below. This instruction does not conflict with, nor repeat, basic responsibilities assigned in

other instructions and directives. Units must use all applicable instructions and directives when developing weapons shop programs.

2.1.1. Squadron weapons shops will report directly to the operations officer or commander (or ARC equivalent). Overall responsibility for all wing weapons and tactics guidance and policy rests with the wing/group weapons shop. See AFI 38-101, *Air Force Organization*.

2.1.2. Organize the weapons shop into functional areas necessary to support specific unit mission.

2.1.3. The weapons shop is the OPR or Office of Collateral Responsibility (OCR) for unit mission training, exercises, mission planning and evaluation scenarios. All crewmembers assigned to weapons and tactics shops must maintain mission qualification in their designated mission design series (MDS) to ensure desired tactical employment expertise in these areas.

2.1.4. Chief of the Weapons and Tactics office will (be):

2.1.4.1. WS graduate. This is not applicable if the squadron has no WS graduates or if all squadron WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total (see paragraph 7.5.2.).

2.1.4.2. Maintain Instructor Combat Mission Ready (CMR) qualification, unless determined not feasible by the OG/CC, or equivalent. This is not applicable for Intel officers, unless required under AFI 14-202V2, *Intelligence Standardization/Evaluation Program* series and applicable Air Force Distributed Common Ground System (AFDCGS) MDS specific series.

2.1.4.3. Cleared for Top Secret/Sensitive Compartmented Information (TS/SCI) and all other mission-required clearances/access.

2.1.4.4. Not be assigned unrelated additional duties (N/A NGB, AFRC).

2.1.4.5. Assigned as the Weapons Flight Commander, Weapons Branch Chief, or Weapons Assistant Operations Officer (ADO), at the discretion of the Squadron Commander.

2.1.5. Weapons shops should be manned IAW para 7.6 and Table 4 and:

2.1.5.1. Consist of at least one crewmember from each MDS crew position, unless determined not feasible by the OG/CC, or equivalent.

2.1.5.2. Manned with personnel that maintain CMR qualification, unless determined not feasible by the OG/CC, or equivalent. This is not applicable for Intel officers, unless required under AFI 14-202V2 series and applicable AFDCGS MDS specific series.

2.1.5.3. Cleared for all mission-required access/clearances.

2.1.5.4. Have an Electronic Warfare Officer (EWO), Electronic Combat Pilot/Officer (ECP/ECO) or an Electronic Counter Measures Officer/Technician (ECMO/T) assigned. EWOs/ECPs/ECOs will be graduates of the USAF Electronic Warfare School, aircraft-specific Fighter Electronic Combat Officers Course, Mobility

Electronic Combat Officers Course or Introduction to Electronic Warfare. Wings or squadrons without these qualified personnel will designate the most qualified individual to perform Electronic Warfare/Combat responsibilities within the weapons shop.

2.1.5.5. Work with assigned unit intelligence personnel to ensure all squadron personnel receive current information on the unit mission, projected enemy threat, and expected combat/ theater conditions affecting mission employment.

2.1.5.6. Establish and maintain liaison with maintenance and munitions functions to identify and solve maintenance and munitions-related issues.

2.2. Training Guidance. During training operations, the weapons shop, the standardization and evaluation office, and the intelligence office will work together to ensure mission qualification evaluation scenarios are representative of unit tasking. Weapons shops will coordinate to ensure mission qualified personnel are current on all applicable employment concepts.

2.3. Cross Talk. Weapons shop personnel will visit and coordinate with superior, equivalent, and/or subordinate units as necessary to maintain awareness of potential issues of local as well as MDS-wide impact. This may include periodic contact with weapons shops outside the MAJCOM, wing, or group that fly the same MDS/mission employment tasking:

2.3.1. Assess unit combat capability to accomplish anticipated missions. Monitor weapons shop procedures.

2.3.2. Identify deficiencies in training, equipment, support or tactics, which preclude optimum mission accomplishment.

2.3.3. Identify unit initiatives, which may have MAJCOM-wide or cross MAJCOM applications.

2.3.4. Recommend improvements for unit operations.

2.3.5. Identify problem areas requiring corrective action above unit level.

2.4. Tactics Development Program. The weapons shop will lead unit involvement in the Tactics Development Program IAW AFI 11-260, *Tactics Development Program*.

2.5. Tactics Reference Library. The Chief of Wing Weapons will determine the documents necessary for the tactics reference libraries. Libraries can either be on hand or available through electronic means. A list of required library documents will be published, updated as required, and maintained in the weapons shop(s). See [Attachment 2](#) for library index recommendations. AFTTP 3-3.MDS should be published locally and made available to all crewmembers.

3. TACTICS LEADERSHIP.

3.1. Tactics Leadership. All units will continually review and update tactical training and employment procedures. MAJCOM weapons shops (e.g., HQ ACC/A3TW) will assess weapons and tactics issues, identify deficiencies, initiate corrective actions and ensure completion of corrections. MAJCOMs through squadron commanders must ensure a free avenue of information exchange to and from weapons shops.

3.1.1. Weapons shops are responsible for monitoring all aspects of combat employment. This requires integration across all functions of air and space power. If any of these areas are not available in the individual weapons shop, the weapons officer must establish a close working relationship with other agencies and individuals possessing the expertise.

3.2. Responsibilities.

3.2.1. Air Combat Command serves as the lead command in developing, documenting and issuing tactics for the CAF, IAW Air Force Mission Directive (AFMD) 2, *Air Combat Command*. To help carry out this responsibility, the ACC Commander (COMACC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

3.2.2. Air Mobility Command (AMC) serves as the lead command in developing, documenting and issuing tactics for the MAF, IAW Air Force Policy Directive (AFPD) 10-21, *Air Mobility Lead Command Roles and Responsibilities*. To help carry out this responsibility, the AMC Commander (AMC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

3.2.3. Air Force Special Operations Command (AFSOC) serves as the lead command in developing, documenting, and issuing tactics for AFSOF (IAW AFMD 6, *Air Force Special Operations Command*). To help carry out this responsibility, the AFSOC Commander (AFSOC/CC) implements, in coordination with the other commands, procedures for reviewing and revising general tactics manuals.

3.2.4. Air Force Space Command (AFSPC) serves as the lead command in developing, documenting, and issuing tactics for AFSPC IAW AFMD 5, *Air Force Space Command*. To help carry out this responsibility, the AFSPC Commander (AFSPC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

3.2.5. Air Force Global Strike Command (AFGSC) serves as the lead command in developing, documenting and issuing tactics for the B-2, B-52 and Minutemen III ICBM. To help carry out this responsibility, the AFGSC Commander (AFGSC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

3.2.6. MAJCOM A3s (or NGB/A3) are the approval authority and responsible for the conduct of their MAJCOM weapons and tactics programs. MAJCOM A3s, or their designated representatives, will ensure:

3.2.6.1. Inputs are requested from the MAJCOM Weapons and Tactics Office on all training, exercise and evaluation scenarios. This will require MAJCOM/A3TW participation in MAJCOM IG scenario development to ensure exercise participation/grading is consistent with current TTP employment and mission requirements.

3.2.6.2. All actions affecting combat force capability are coordinated with the appropriate MAJCOM OPR.

3.2.6.3. **Attachment 3** depicts the responsibilities of the various levels within the weapons and tactics chain of command.

4. WEAPONS INSTRUCTOR COURSES (WICs).

4.1. **Purpose.** This chapter defines the requirements for weapons instructor courses. The goal is to delineate objective requirements a weapon system or combat capability must meet in order to offer a WIC at the USAFWS.

4.2. **Intent.** The mission of the Weapons School is to teach graduate-level instructor courses, which provide the world's most advanced training in weapons and tactics employment to officers of the Air Force. Weapons School graduates are experts in the tactical employment, planning, and execution of integrated air and space power.

4.2.1. Core Skills of a Weapons Officer.

4.2.1.1. Communications skills to instruct.

4.2.1.1.1. Briefing / in-mission / debriefing.

4.2.1.1.2. Expert platform instruction.

4.2.1.1.3. Proficient writer.

4.2.1.2. Problem solvers & primary unit advisors on tactics.

4.2.1.3. Familiar with AOC, AF/joint weapons & tactics, integration of forces for composite operations.

4.2.1.4. Proficient organizational and leadership skills to lead weapons & tactics function.

4.2.1.5. Proficient at organizing, planning as Mission Planning Cell chief.

4.3. Established/Approved WICs

4.3.1. 8th Weapons Squadron (ABM, EC-130 EWO, RC-135 EWO).

4.3.2. 14th Weapons Squadron (MC-130, AC-130).

4.3.3. 16th Weapons Squadron (F-16).

4.3.4. 17th Weapons Squadron (F-15E).

4.3.5. 19th Weapons Squadron (Intelligence, Intelligence Sensor).

4.3.6. 26th Weapons Squadron (MQ-1/MQ-9)

4.3.7. 29th Weapons Squadron (C-130).

4.3.8. 34th Weapons Squadron (HH-60).

4.3.9. 57th Weapons Squadron (C-17).

4.3.10. 66th Weapons Squadron (A-10).

4.3.11. 77th Weapons Squadron (B-1).

4.3.12. 325th Weapons Squadron (B-2).

4.3.13. 328th Weapons Squadron (Space Superiority, ICBM).

4.3.14. 340th Weapons Squadron (B-52).

4.3.15. 433rd Weapons Squadron (F-15C, F-22).

4.3.16. 509th Weapons Squadron (KC-135).

4.4. WIC Establishment/Elimination.

4.4.1. Approval authority. All proposals to establish or eliminate WICs will be approved by the CSAF. Requests shall be submitted from the sponsoring MAJCOM/A3 to the USAF Warfare Center commander (USAFWC/CC). Once the USAFWC/CC determines the prospective WIC meets the entry standard, the request will be staffed from the sponsoring MAJCOM A3 to ACC/A3 (through A3TW), to the CSAF for final approval. Requests to eliminate a WIC will follow the same procedure.

4.4.2. WIC Standard of Entry. Any weapons system or combat capability seeking a weapons instructor course at the Weapons School must satisfy four criteria: (1) mission requirement (2) weapons officer utilization (3) supportability and (4) command and control. Once the four criteria are satisfied, the staffing process may begin. Entry into a WIC and award of the W-prefix is restricted to officers.

4.4.2.1. Mission Requirement. Every weapons instructor course must conduct the preponderance of its mission in one or more of the following Air Force distinctive capabilities.

4.4.2.1.1. Air and Space Superiority.

4.4.2.1.2. Precision Engagement.

4.4.2.1.3. Global Attack.

4.4.2.1.4. Information Superiority.

4.4.2.1.5. Rapid Global Mobility.

4.4.3. Weapons Officer Utilization. The requesting MDS or combat capability, represented by the lead-MAJCOM functional area manager (FAM) in close-coordination with the program element manager (PEM), must provide the USAFWC a complete written concept of operations (CONOPS) that answers the following questions:

4.4.3.1. What is the undergraduate career path (what path does an officer take from entry in the MDS or combat capability that leads them to the USAFWS)?

4.4.3.2. What are the requirements for entry into the WIC (Must be consistent with the established guidelines in sections 5 of this publication and applicable WIC Solicitation Message)?

4.4.3.3. How many W-prefix billets do you anticipate needing in the field?

4.4.3.4. What are the syllabus requirements?

4.4.3.5. What is the utilization plan for graduates (number of weapons officers required throughout the AF for this MDS/combat capability on a Tier-based experience and priority plan consistent with 7.4, below)?

4.4.3.6. How many graduates are required per year (based on AF total required to keep mission viable)?

4.4.3.7. What is the support plan for the graduate requirement (instructors/support personnel)?

4.4.4. Supportability Requirement.

4.4.4.1. The completed CONOPS must also address how the weapon system or combat capability will dedicate sufficient resources (manpower and funding) to support the graduate requirement. The resources will include dedicated TF-coded aircraft or memoranda of agreement clearly defining how the host organization will support the weapons instructor course as well as a supportable funding line. If funding has not been identified and secured the proposal will not be considered valid or supportable.

4.4.4.2. Organizations hosting weapons instructor course squadrons must provide sufficient training, maintenance and office facilities to meet the graduate production requirements as determined by a formal Site Activation Task Force (SATF). ACC will conduct SATFs for USAFWS. All SATFs will include respective Weapon School representation.

4.4.5. USAFWS Command and Control Requirement. USAFWS squadrons will be under the command of the USAFWS Commandant and report through the 57th Wing to the USAFWC under ACC.

4.4.6. The staffing process starts with the lead-MAJCOM FAM/PEM and will culminate with CSAF approval for WIC stand-up. Once the USAFWC determines the prospective WIC meets the entry standard, the request will be staffed as an organization change request (OCR) from the lead-MAJCOM FAM / PEM (sponsoring MAJCOM) to ACC. Failure to provide sufficient information will cause delays in ACC manpower, programming and funding analysis. The first two steps below can take from 6 months up to one year to complete. Since the program objective memorandum (POM) budget cycle is two years, this process should start a minimum of two and one-half years prior to desired execution. Military construction MILCON requests must go through Congress and can take five years for execution. Once a completed CONOPS is received from the sponsoring MAJCOM ACC/A3TW, as the ACC advocate, will ensure all staffing actions from the lead-MAJCOM FAM's request through CSAF signature are completed.

4.4.6.1. ACC/A3TW will review the OCR and proposed syllabus for coordination and seek ACC/A3 endorsement.

4.4.6.2. The endorsed OCR will be forwarded to ACC/A1M (Manpower & Org) & ACC/A5P (Programs), while the proposed syllabus will be routed through ACC Training Support Squadron (TRSS). These organizations will seek Air Staff approval for organizational structure, manpower and logistics requirements utilizing the Logistics Composite Model (LCOM), coordinate/conduct all necessary environmental/other impact studies and determine funding requirements.

4.4.6.3. ACC/A1M, /A5P and /A3TW will interact with ACC/FM and Air Staff to facilitate funding, manpower and logistics support.

4.4.6.4. ACC/A3TW, through ACC/A3 and COMACC, will submit the completed package to CSAF for final approval.

4.4.6.5. See **Attachment 4**, Procedures to establish a new WIC.

4.5. WIC Cancellation and Termination. Cancellation of a specific WS WIC class (e.g. 11A or 12B) requires coordination with AFPC and all affected MAJCOMs culminating in ACC/A3 approval:

4.5.1. Cancellation of WIC class for a specific MDS. Requests for cancellation of MDS WICs (e.g., B-2 WIC 10B) must be submitted to ACC/A3TW for ACC/A3 approval. Requests must provide ample justification, including impact to CAF/MAF/SOF and specific reasons for the request. ACC/A3 is the final authority for specific WIC cancellations.

4.5.2. Reduction of WIC class size. Requests to reduce specific MDS WIC class size for a given course (e.g., F-15C WIC 10B) must be submitted to ACC/A3TW. Requests must provide ample justification to reduce course size, including impact to CAF/MAF/SOF and specific reasons for the request. ACC/A3 is the final authority for WIC reduction of class size.

4.5.3. Termination of a WIC. Requests to terminate a WIC due to changes in AF force structure or changing AF requirements should be initiated by the WIC's supporting MAJCOM through ACC/A3TW. ACC/A3TW, through ACC/A3 and COMACC, will submit the completed package to CSAF for final approval.

5. WEAPONS SCHOOL SELECTION PROCESS (ACTIVE DUTY).

5.1. Purpose. This chapter describes the procedures for nominating and selecting active duty WS students, responsibilities of the agencies involved, guidance for Total Force Absorption Program (TFAP) nominees, primary/supplemental board procedures, nominee/select withdrawal/deferment protocol, alternate activation, and waiver procedures/timelines.

5.2. Responsibilities.

5.2.1. HQ ACC/A3. HQ ACC/A3 has overall responsibility for the conduct of the USAFWS program. Weapons School program waiver authority rests with the ACC/A3, but may be delegated to a decision-making level not lower than wing commander or HQ ACC division chief. Authority to determine procedures for any situation not specifically covered in this chapter is delegated to HQ ACC/A3T.

5.2.2. USAFWS/CO. The WS/CO, or his representative, will chair the selection board. As chairman, he is responsible for the conduct and overall leadership of the board. He will select the board dates, review selection criteria, ensure the board progresses IAW this instruction and report results. AFPC/DPAOT3 will coordinate all actions pertaining to the board through the appropriate chain of command. AFPC/DPAOT3 will coordinate the preliminary selection board results for approval with the USAFWS/CO and HQ ACC/A3 (via HQ ACC/A3TW). HQ ACC/A3TW and the USAFWS/CO will approve the preliminary selection board results prior to release. AFPC/DPAOT3 will release the selection board results immediately after approval, typically 21 days after selection board adjournment.

5.2.3. HQ ACC/A3TW. HQ ACC/A3TW is the agency responsible for oversight of the selection process, coordinating selection board dates, and managing WS select requirements until enrolled at the Weapons School. A select is considered enrolled on the class start date (CSD). HQ ACC/A3TW is responsible for reviewing all nominations

and shall ensure nominations are fair, truthful and consistent with the nomination criteria outlined in the announcement message. HQ ACC/A3TW will coordinate with HQ AFSOC/A3TW, HQ AFSPC/A3TW, HQ AFGSC/A3TW, HQ AMC/A3DT, AFISRA/A3OW, HQ AFPC/DPAOC, HQ AFPC/DPAOM and HQ AFPC/DPAOO functional managers (as appropriate) to release individual nominees to compete for WS selection.

5.2.4. MAJCOMs will provide one representative for the board. This representative must be familiar with the command's nominations and provide additional information (if required) for a full evaluation.

5.2.5. HQ AFPC/DPOAT3 will support the selection board. This includes, but is not limited to, preparation of evaluation folders, providing board facilities, billeting and selection notification.

5.2.6. Wing commanders. Wing commanders (and equivalent) are responsible for nominating qualified individuals, ensuring WS selects meet course prerequisites, and initiating waiver request actions or withdrawal/deferment requests when selects are unable to meet course prerequisites before CSD. Individual units are responsible for providing a complete selection package. These packages must contain all the information specified in the HQ ACC/A3 WS Selection Board Announcement Message. Failure to provide the required information could result in the disqualification of the nominee. Do not submit additional paperwork (e.g., additional recommendation letters or endorsement letters). If a wing nominates more than one individual (per crew position/MDS) for a WIC, the WG/CC must also provide a letter prioritizing the nominees (by crew position/MDS) to HQ ACC/A3TW, in accordance with the HQ ACC/A3 WS Selection Board Announcement Message. Send a courtesy copy of the nominee rankings to the respective MAJCOM weapons shops (if other than ACC). For WICs where all MDS/specialty nominees are from a single wing, the WG/CC will only rank the top candidate. Commander's prioritization receives significant consideration, but is not the sole criteria for selection.

5.3. Nomination Criteria.

5.3.1. The Air Force Education and Training Course Announcements (ETCA) and the HQ ACC/A3 WS Selection Board Announcement Message establish Weapons School nomination criteria. The ETCA is located at <https://etca.randolph.af.mil>. These criteria are designed to ensure selection of the most highly qualified individuals who will enhance combat capability throughout the Air Force. The WS seeks only the finest officers and tactical instructors. These officers must exhibit extraordinary intelligence, dedication, technical skill, military bearing, and professional attitude. Finally, these officers must be outstanding role models for their peers and subordinates. Do not consider unit retainability and/or time on station, when nominating individuals for Weapons School.

5.3.2. Officers placed on assignment (already received orders) outside of their major weapon system (MWS), prior to the WIC selection board date, are ineligible for consideration. This includes any assignment to a staff or air and space operations center (AOC), regardless of attached flyer status (except space or intelligence officers assigned

AOC duties within their career field). Waivers will not be considered for officers on assignment outside their MWS.

5.3.3. All nominees will be counseled that they incur an active duty service commitment (ADSC) IAW AFI 36-2107, *Active Duty Service Commitments*, Table 1.1, Rule 17, and applicable notes upon entry into the WIC (not applicable for ARC nominees).

5.3.4. Applicants competing for the first WIC of each calendar year (start date January), must be instructor qualified in their respective weapon system, not later than (NLT) 1 July, prior to the class start date. Applicants competing for the second WIC of each calendar year (start date July), must be instructor qualified in their respective weapon system, NLT 1 January, prior to the class start date. Intelligence WIC applicants must be External Intelligence Trainer (EIT) qualified if required under AFI 14-202V2 series and applicable AFDCGS MDS specific series. SOF WIC applicants are required to meet the instructor qualified timeline given above or 50 hours of instructor time in PAA by class start date.

5.3.5. Total Force Absorption Program (TFAP). TFAP pilots will apply through their active duty chain of command, but will not be ranked among nominees from their associate administrative organization. Instead, TFAP pilots will compete as “at large” candidates IAW the CSAF-approved TFAP concept of operations.

5.3.6. Individual nomination packages will include the following:

5.3.6.1. Data Sheet. An example of the data sheet is located on the HQ ACC/A3TW Portal. <https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t6925EC2E5E530FB5E044080020E329A9&channelPageId=s6925EC1339A60FB5E044080020E329A9> IAW Social Security Reduction Act of 2007, do not include full or partial social security numbers in nomination packages.

5.3.6.2. Endorsement memo. A single endorsement memo, signed by the applicant’s Wing commander or equivalent, shall emphasize instructor and flying/operational abilities. Do not submit additional endorsement memos or endorsement memos above the wing commander level. Submit endorsement memo on single page letterhead addressed to the Chairman, USAF Weapons School Selection Board. Ensure the letter is dated and electronically signed (type “//SIGNED//” over official signature block). Example endorsement letters are located on the HQ ACC/A3TW web page.

5.3.6.3. Nomination packages will be a single consolidated document, formatted in accordance with the HQ ACC/A3 WS Selection Board announcement message. Packages will consist of the following elements in the following order: 1) applicant’s data sheet and 2) one-page endorsement memo. Do not fax hand-signed documents, or send each document of the nomination package as a separate file. Wing commanders (and equivalents), or their executive staff should e-mail nomination packages directly to HQ ACC/A3TW, with a courtesy copy to the appropriate MAJCOM weapons shop (if other than ACC), by the due date established in the HQ ACC/A3 WS Selection Board Announcement message. Nomination packages submitted directly by individuals or offices below wing commander (equivalent) shall not be considered.

5.3.6.4. Timelines for nomination packages. Nomination packages for WS selection boards are due to ACC/A3TW, NLT 50 days prior to the selection board date. Nominee information (full name, rank, MWS) is due to AFPC/DPAOT3 from ACC/A3TW, NLT 45 days prior to the board date. Complete nomination packages and wing commander ranking letters are due to AFPC/DPAOT3 from ACC/A3TW, NLT 30 days prior to the selection board date. Late nomination packages will be accepted only if coordinated with ACC/A3TW in advance (prior to the nomination package due date established in the HQ ACC/A3 WS Selection Board message). All other late nomination packages will be considered on a case-by-case basis. WS Selection Board and nomination package timelines, due dates, and examples will be available on the HQ ACC/A3TW web site.

5.4. Selection Board.

5.4.1. The primary goal for the WS selection board is to select the most qualified officers. These officers will provide the expertise and leadership necessary to ensure their units are ready for combat. HQ AFPC will host two WS selection boards each year, each approximately 4 to 5 months prior to WS class-start date. The WS/CO, or his designated representative, will chair each board. The chairman will instruct board members on their duties and ensure the board progresses efficiently. He will resolve questions on procedures, policies or selection criteria and will review board recommendations to ensure selections are fair and equitable. The chairman will be the final approval authority for board composition.

5.4.2. WS Squadron Commanders, HQ ACC/A3TW, HQ AFGSC/A3TW, HQ USAFE/A3TW, HQ PACAF/A3OW, HQ AETC/A3Z, HQ AFSPC/A3TW, HQ AFSOC/A3TW, HQ AMC/A3DT, AFISRA/A3OW, and AFPC/DP (assignment officer for each respective weapons system/specialty) will provide one voting member. With WS/CO approval, additional non-voting officers may attend to provide information for various systems or specialties. Selections are based on records scoring made by voting members only.

5.4.3. To ensure equitable voting, the same individual from ACC, AFGSC, USAFE, PACAF, AETC, AFSPC, AFSOC, AFISRA, and AMC must vote on all applicants within a specific WIC. Weapons squadron commanders and AFPC/DP assignment officers only vote on their respective MDS WIC applications.

5.4.4. WS Selection Boards will select the most qualified nominees, regardless of unit or command retainability. Do not consider Command apportionment. The board chairman (WS/CO) will attempt to resolve selection disagreements. If he is unable or unwilling to resolve disagreements, the ACC/A3 is the final authority for all selection board issues. If necessary, the ACC/A3 can direct the board reconvene in order to settle disagreements.

5.5. Selects.

5.5.1. WS selects will attend classes as specified in the AFPC/DPAOT3 WS selection board results message. Immediately upon selection notification, all primary and alternate selects must begin processing requirements outlined on the WS web page. All WS students are required to have a current Top Secret (TS) clearance with sensitive compartmented information (SCI) access based on a closed and adjudicated Single Scope

Background Investigation (SSBI) or SSBI Periodic Reinvestigation (SBPR) with an investigation date within 5 years of course graduation date (CGD), or have an open SBPR. Primary and alternate WS selects without a current TS/SCI clearance must contact their unit security managers and submit all applicable paperwork immediately. Failure to initiate security clearance actions within the WS mandated timeline may result in inadequate security access at course start date (CSD). The WS/CO may disenroll individuals without the proper accesses. (NOTE: Special consideration should be given to MAF students, prior to recommendation for disenrollment, due to limited SSBI accomplished on candidates. AMC is rectifying this situation by performing SSBI on individuals earlier). Reference ETCA for specific security requirements.

5.5.2. Selects must ensure they meet all course start date (CSD) requisites, including security clearance requirements, prior to reporting to WIC. CSD requisites are defined in each WIC syllabus and in the HQ ACC/A3 Selection Board Announcement Message, prior to each class. If an individual is unable to meet course entry requisites due to extenuating circumstances, the select's WG/CC (or equivalent) must submit a CSD waiver request (see paragraph 5.6.1.2. to request a CSD waiver). The WS/CO may disenroll individuals reporting to the WS who do not meet minimum requisites and do not have a waiver.

5.5.3. Withdrawal, alternate activation, and deferment. HQ ACC/A3T is the approval authority for nominee/select withdrawal prior to CSD and for alternate activation. HQ ACC/A3 is the final approval authority for all deferment (grandfathering) actions. WIC candidates may need to withdraw from WIC consideration/selection, or be deferred ("grandfathered") to a subsequent class. Withdrawal for humanitarian or operational necessity (due to personal or family medical conditions, real world operations, changes in available WS resources, etc.) will normally be considered "without prejudice", and the candidate will be allowed to re-compete for any subsequent WIC for which the candidate remains qualified. Withdrawal for no apparent humanitarian or operational justification shall be considered "with prejudice", and the candidate shall generally not be welcome to compete at any subsequent WIC selection board (e.g. elimination from WIC). This includes self-initiated elimination (SIE) after CSD. SIE is processed IAW applicable USAFWS operating instructions (OI). Because of the time sensitivity inherent in activating available alternates, the WIC select's WG/CC (or equivalent) shall coordinate withdrawal requests, prior to CSD and directly with HQ ACC/A3T (via HQ ACC/A3TW), with a courtesy copy to the appropriate MAJCOM weapons shop (if other than ACC). HQ ACC/A3TW will notify the WS and HQ AFPC to coordinate alternate notification (if required). Units must inform HQ ACC as soon as practical if a primary select might not attend WIC; do not wait until it is absolutely certain the select will not attend WS. Without sufficient notification, alternate selects may not be able to adequately prepare and the training slot may go unfilled.

5.5.3.1. Withdrawal before selection. Nominees withdrawing their nomination packages before the WIC selection board meets shall notify their WG/CC (or equivalent), who will in turn notify HQ ACC/A3T. The nominating WG/CC should include comment on whether the WIC applicant should be considered with/without prejudice for the withdrawal. HQ ACC/A3T shall inform HQ ACC/A3TW of the withdrawal and confirm the applicant's future status for the WIC selection process.

5.5.3.2. Withdrawal after selection (before selection message release from AFPC). WIC selects withdrawing their names after selection, but before AFPC has released the official WIC selection results message, will require a memorandum from the nominating WG/CC to HQ ACC/A3T. HQ ACC/A3T shall make the with/without prejudice determination and notify HQ AFPC/DPAOT3 and the USAFWS/CO. HQ ACC/A3TW shall coordinate with HQ AFPC/DPAOT3 and the USAFWS/CO to re-order the remaining selects and alternates for the affected WIC before releasing the message. Nominally, the first alternate shall become a “primary select” and any remaining alternates will move up in the queue (see paragraph 5.5.3.5, below).

5.5.3.3. Withdrawal after selection (after selection message release from AFPC). WIC selects withdrawing their names, after AFPC has released the official WIC selection results message, will require a memorandum from the nominating WG/CC to HQ ACC/A3T. If appropriate (see paragraph 5.5.3), the nominating WG/CC should request deferment (grandfather) for the select at the time of the withdrawal request. HQ ACC/A3T shall coordinate the withdrawal and any required alternate activation actions immediately (see paragraphs 5.5.3.5 and 5.5.3.6, below) and follow up with any required deferment coordination, once all required alternate activation coordination is complete.

5.5.3.4. Withdrawal for simultaneous competitive board selection. In cases where a nominee is selected for both WIC and another board selection program (including, but not limited to, UFT, cross-training FTU, USAF Air Demonstration Squadron, USAF Aggressors, Test Pilot School, Astronaut School, professional fellowships, etc.), the select must choose one program over the other. It is not possible for a candidate to pay back the required minimum time in weapons officer duty while enrolled in a demanding program outside the primary MDS or combat capability. It is the select's responsibility to notify HQ ACC/A3TW, through the chain of command, which program he or she will attend at the earliest possible time, to allow for activating any available WIC alternates. If the multi-selected candidate fails to identify a preferred program choice, HQ AFPC/DPAOT3 shall notify the applicable wing commander (or equivalent) and HQ ACC/A3TW of the dual-selected officer's status and solicit a final attendance decision. If the select fails to respond or coordinate a program decision, HQ ACC/A3TW shall recommend to HQ ACC/A3T and the WS Commandant to remove the WIC select from the incoming class and activate any viable alternate.

5.5.3.5. Alternate activation. When a WIC select is withdrawn and a selection board-designated alternate is available, HQ ACC/A3TW shall coordinate with HQ AFPC/DPAOT3 and the USAFWS/CO to activate that alternate and notify all concerned parties. If there is more than one designated alternate for a specific WIC, the remaining alternate(s) moves up in priority. If the USAFWS can accommodate more students than selected at the central board, the USAFWS/CO may request HQ ACC/A3T to activate WIC alternates. HQ ACC/A3TW shall direct AFPC/DPAOT3 to notify appropriate organizations of the alternate activation.

5.5.3.6. Deferment (grandfathering). HQ ACC/A3 is the final approval authority for all "grandfathering" decisions. Simply stated, an approved deferment (grandfather) allows WIC candidates to withdraw from the class for which they were selected, and

attend the following WIC, without re-competing at the WS selection board. Generally, deferment requests will follow one of two tracks: prior to CSD, from the nominating wing commander to HQ ACC/A3, or, after CSD (while student is enrolled in WIC), from the USAFWS Commandant, through the 57 WG/CC, to HQ ACC/A3. Any deferment request that will result in the individual requiring a selection board waiver for the selection board class that they are requesting deferment into may be disapproved based on the fact that deferment request will necessitate a selection board waiver. Instead, individuals may be withdrawn from their selected WIC class without prejudice and allowed to compete at future WIC selection boards. Deferment requests are handled on a case by case basis. Because of the time sensitivity inherent in activating available alternates, deferment requests shall be coordinated directly with HQ ACC/A3 (via HQ ACC/A3TW), with a courtesy copy to the appropriate MAJCOM weapons shop (if other than ACC). Expect deferred selects to decrement available training allocation selections for the next WIC selection board.

5.5.3.6.1. Prior to CSD. For deferments prior to CSD, the nominating wing commander shall send an electronic request to HQ ACC/A3 (via HQ ACC/A3TW), with a courtesy copy to the applicable MAJCOM A3 (if other than ACC). The request should outline justification for deferment with a minimum of detail pertaining to the particular situation/condition warranting deferment. Common reasons justifying deferrals prior to CSD include, but are not limited to, illness, injury, family emergency or operational requirements (e.g., deployment).

5.5.3.6.2. If the WS cannot support the number of students selected because of a change in resources (available aircraft, munitions, instructors, etc.), the appropriate weapons squadron (WPS) commander may request, through the USAFWS/CO and 57 WG/CC, to defer one or more students to a subsequent class. The WS Commandant's formal deferral request, through the 57 WG, will be staffed by HQ ACC/A3TW for HQ ACC/A3 approval.

5.5.3.6.3. After CSD. Once a student is enrolled in WIC, the appropriate weapons squadron commander may request elimination (including SIE) or deferment approval, through the USAFWS/CO and 57 WG/CC. When the commander judges the student is not satisfactorily progressing in syllabus objectives and does not warrant deferment, the commander will recommend elimination. Students eliminated for failure to satisfactorily progress in the syllabus will not be welcome to compete at any future WIC selection boards for which they may be eligible. When the commander judges the student is doing well enough in the course to merit return in a subsequent class without re-competing at the WS selection board, deferment is recommended. Common reasons justifying "grandfathering" after CSD include, but are not limited to: illness, injury, family emergency, or unplanned changes in WS resources. USAFWS/CO, in coordination with respective WPS/CC, will determine at what point the deferred student may return in the next WIC class. This decision will be based on student availability to return, student performance prior to deferment, MDS mission, syllabus turbulence and requirements at a minimum.

5.5.4. If WS selects are unable to complete all syllabus requirements by the established class graduation date, "graduation" waivers must be submitted and approved to

successfully complete the class. HQ ACC/A3 is the final approval authority for all "graduation" waivers.

5.6. Waivers.

5.6.1. Types of WS waivers. There are three broad waiver categories within the Weapons School program: selection board, course start date (CSD), and end of course (graduation) waivers. Selection board and CSD waiver requests must be submitted through applicant's wing commander (or equivalent) to HQ ACC/A3 (via HQ ACC/A3TW), with courtesy copy to respective MAJCOM Weapons and Tactics shop (if other than ACC). The USAFWS/CO shall submit end of course waivers to HQ ACC/A3, via the 57 WG and USAFWC. HQ ACC/A3 is the final waiver approval authority.

5.6.1.1. Selection Board Waivers. Selection board waivers include TAFCSO, rank, minimum MDS/specialty experience, instructor qualification date, and total hours in PAA, as defined by MDS/specialty criteria in the nomination message. Waiver requests for individuals exceeding the TAFCSO time are evaluated on a case-by-case basis. Nominees requiring a waiver to meet the selection board must submit a waiver letter through their wing commander (or equivalent) to HQ ACC/A3TW, and courtesy copy their respective MAJCOM weapons and tactics shop. Include the following information: 1) specific reason for waiver request, 2) justification for waiver and 3) plan to mitigate shortfall, either before CSD or for graduate assignment management. Approval of these waiver requests by the ACC/A3 does not guarantee selection at the board, only that the nominee will be allowed to compete for selection. Address waiver requests to HQ ACC/A3 and forward, along with the nomination package, to HQ ACC/A3TW. Units will courtesy copy nominee's respective MAJCOM weapons and tactics shop, NLT the application submission date specified on the HQ ACC/A3 WS Selection Board Announcement Message. An example of the waiver request letter is located on the HQ ACC/A3TW web page.

5.6.1.2. Course start date (CSD) waivers. CSD waivers are for requirements that must be met by WIC selects, prior to course start date. Do not submit these waivers for the selection board. These requirements include CMR/BMC look-back and landing currency, as well as instructor hours as defined by MDS/Specialty in the HQ ACC/A3 WS Selection Board Announcement message. The USAFWS/CO may disenroll individuals, reporting to the WS, who do not meet minimum requirements and do not have an approved CSD waiver.

5.6.1.2.1. ACC/A3T will send a message to all WIC selects' WG/CCs, NLT 14 days prior to CSD, as a reminder to submit waiver requests for all selects that have CSD requirement shortfalls. WG/CCs with WIC selects that require waivers must submit WG/CC (or equivalent) signed waiver requests to HQ ACC/A3TW, NLT 7 days prior to CSD.

5.6.1.2.2. WPS/CCs shall collect flying records (or equivalent) on the first day of the course and verify each student meets course entry requirements. If the WPS/CC finds discrepancies, the USAFWS/CO shall determine whether to disenroll affected students or forward the CSD requirement shortfall to the students' WG/CCs, to initiate a late waiver request to HQ ACC/A3TW, NLT 5 days after CSD.

5.6.1.2.3. Upon notification from the student's WG/CC, HQ ACC/A3TW will staff the waiver requests to HQ ACC/A3, with a targeted approval date for all waiver requests before the end of Core 1 academics. Students may not fly/perform syllabus events until HQ ACC/A3 approves the waiver or the CSD shortfall is corrected under instructor supervision (e.g., WIC IP supervises student landing currency sortie).

5.6.1.3. Graduation Waivers. If WIC students are unable to complete all syllabus requirements by the established class graduation date, the USAFWS/CO shall prepare a consolidated "graduation" requirement waiver request, NLT the start of the Mission Employment (ME) phase. The waiver request will include both syllabus requirements not currently met, and those not projected to be met, by the end of ME. Details will include any extenuating circumstances as well as an assessment of CAF/MAF/SOF impact for not meeting the syllabus requirements. Failure to submit waiver requests in a timely manner may result in students not being allowed to graduate on time.

6. WEAPONS SCHOOL SELECTION (AIR RESERVE COMPONENT).

6.1. **Purpose.** This chapter describes the procedures for nominating and selecting Air Reserve Component (ARC) WS students, from both the Air Force Reserve Command (AFRC) and the National Guard Bureau (NGB), and outlines the responsibilities of the agencies involved. It also establishes the WS allocation for each MDS. The primary goal for the WS selection board is to select the most qualified officers. These officers will provide the expertise and leadership necessary to ensure their units are ready for combat.

6.2. Responsibilities.

6.2.1. HQ AFRC/A3T, or his appointed representative, will be the OPR for AFRC WIC nominees for the USAFWS.

6.2.2. NGB/A3, or his appointed representative, will be the OPR for NGB WIC nominees for USAFWS.

6.2.2.1. NGB/A3O, AFRC/A3T and ACC/A3G will act as OCR for this instruction.

6.2.2.2. NGB/A3O and ACC/A3G will manage the NGB candidate selection process and the NGB weapons school selection board.

6.2.3. HQ AFRC/A3T and NGB/A3O are responsible for the conduct and/or oversight of their respective WS selection boards. As such they will ensure selection board presidents advise members on selection criteria and conduct the boards in the spirit of this instruction. They will announce their respective selection board results within 14 days of adjournment of the selection board.

6.2.4. AFRC NAFs: A3s from HQ 10AF, HQ 4AF and HQ 22AF will collect nominations, conduct selection boards and forward the names of selectees to HQ AFRC/A3T for all AFRC USAFWS training slots.

6.2.5. Individual units are responsible for providing nominations and supporting documentation to their respective selection boards for all WS training slots.

6.3. Nomination Criteria.

6.3.1. The Air Force Education and Training Course Announcements (ETCA), and the HQ ACC/A3 WS Selection Board Announcement Message, establish Weapons School nomination criteria. The ETCA is located at <https://etca.randolph.af.mil>. These criteria are designed to ensure selection of the most highly qualified individuals who will enhance combat capability throughout the Air Force. The WS seeks only the finest officers and tactical instructors. These officers must exhibit extraordinary intelligence, dedication, technical skill, military bearing, and professional attitude. Finally, these officers must be outstanding role models for their peers and subordinates.

6.3.2. All AFRC nominees will be counseled that they incur a 3-year RSC, upon completion of WS, IAW AFRCI 36-2102, *Air Force Reserve Service Commitment Date Program*.

6.3.3. ARC selection packages must contain all the information specified in the appropriate NGB or AFRC selection board announcement message and paragraphs [6.3.3.1](#) or [6.3.3.2](#). Failure to provide the required information could result in the disqualification of the nominee.

6.3.3.1. ARC units are responsible for ensuring the following is available to the respective selection boards for each nominee:

6.3.3.1.1. Letters of endorsement will emphasize instructor and flying/operational abilities. Endorsement letters will be written by the wing commander (or equivalent). Do not submit additional endorsement letters or endorsement letters above the wing commander level. Submit endorsement memo on single page letterhead addressed to the Chairman, USAF Weapons School Selection Board. Example endorsement letters are located on the HQ ACC/ A3TW Web Site.

6.3.3.1.2. Updated Personnel RIP.

6.3.3.1.3. Additional information as determined by ACC/A3G, NGB/A3O, and AFRC/A3T.

6.3.3.1.4. Send all NGB USAFWS selection packages, via email, IAW the "NGB Nominations for USAF Weapons School" message for the referenced class.

6.3.3.2. AFRC units should forward selection packages to their respective NAFs. NAF mailing addresses are as follows:

6.3.3.2.1. 4 AF/A3V, 895 Baucom Ave, S.E., March JARB CA 92518-2266 or mail to 4afa3v@march.af.mil.

6.3.3.2.2. 10 AF/A3TW, 1700 Tuskegee Airman Drive, NAS Ft Worth JRB TX 76127-6200 or <mailto:10afdow@carswell.af.mil>.

6.3.3.2.3. 22 AF/DOV, 1364 Chennault Cir, Dobbins JARB GA 30069-4904 or mail to 22af.dov@dobbins.af.mil.

6.3.3.2.4. AFRC selection packages should include the following:

6.3.3.2.4.1. Letters of endorsement from WG/CC (or equivalent), emphasizing instructor and flying/operational abilities (if applicable). Example endorsement letters are found at <https://wwwmil.10af.afrc.af.mil/Divisions/DO/weapons/schools.htm>

6.3.3.2.4.2. A data sheet with the information listed on the example data sheet located at

<https://wwwmil.10af.afrc.af.mil/Divisions/DO/weapons/schools.htm>

6.3.4. If a unit nominates more than one individual (per crew position) for a WS course, the selection package must include a letter, prioritizing the nominees (by crew position), and signed by the WG/ CC (or equivalent).

6.4. Selection Board.

6.4.1. WIC allocations to the ARC:

6.4.1.1. Allocations to the ARC are shown in Table 1. The MDS allocations not included in the table will be discussed and decided during the W-Prefix Management Conference held in conjunction with the active duty WIC Selection Board. Additionally, emerging or unforeseen weapons officer requirements from newly created organizations or organizations going through restructuring changes should also be considered on a case-by-case basis. Factors influencing final slot allocation include, but are not limited to, USAFWS WIC production capabilities, NGB requirements, AFRC requirements, active duty requirements, and availability of viable ARC/AD candidates. TFI wings do not present a standard or easily quantifiable requirement for allocations. TFI wing requirements will attempt to be satisfied within existing ARC slot allocations. If TFI wing requirements cannot be satisfied within existing ARC allocations, then allocations will be decided during the W-Prefix Management Conference as outlined above.

6.4.2. ARC Selection Boards:

6.4.2.1. AFRC and NGB shall conduct separate WIC selection boards IAW this instruction, to designate primary and alternate WIC candidates and provide results to ACC/A3TW, not later than 7 days prior to the next active duty WIC selection board. A limited number of WIC/CCs may be invited by ARC FAMs to observe the AFRC and/or NGB selection boards. If NGB or AFRC cannot fill allocated WIC slots, the respective FAM will notify ACC/A3TW and the other ARC component, not later than 7 days prior to the next active duty WIC selection board. If the ARC FAM being notified of the vacancy has a fully qualified candidate who can fill the slot, they may do so; otherwise, ACC/A3TW will notify the appropriate WIC of the available slot which can then be filled by an active duty candidate. When ARC components have viable candidates to fill classes for which no allocation exists, the component WIC selection board shall designate "alternate" candidates to fill unforeseen vacancies.

6.4.2.2. NGB/A3, or his appointed representative, is responsible for the overall leadership of NGB Selection Boards. They will establish policies for selecting dates, notifying agencies, conducting the board and reporting the results. They will ensure mutual understanding of selection board policies and procedures.

6.4.2.3. NGB/A3, or his appointed representative, will provide the support necessary to conduct the NGB Selection Boards. This includes, but is not limited to, preparation of evaluation folders, liaison to provide board facilities, billeting, transportation, and selection notification. They will screen all applications to ensure each applicant meets the WS requisites.

6.4.2.4. Selection boards are conducted twice a year, approximately 6 months prior to class start date. NGB/A3, or his appointed representative will chair the appropriate NGB WS selection boards.

6.4.2.5. NGB/A3, or his appointed representative, will specify NGB WS selection board attendees. With the approval of the board president, additional representatives may attend to provide information for various systems or courseware. These additional members will not vote.

6.4.3. AFRC Selection Boards:

6.4.3.1. NAF/A3s will normally conduct the AFRC Selection Board for their NAF, 4 weeks prior to the active duty selection board. The active duty selection board convenes approximately 5 months prior to the class start date.

6.4.3.2. The NAF/A3 (or designated representative) will chair the NAF Selection Board. NAF/A3, NAF/AA3, NAF/A3TW, NAF/A3TV, and NAF/A3T will attend as voting members. With the approval of the board chairman, additional representatives may attend to provide information for various systems or courseware. These additional members will not vote. Selections will require a majority vote of the Selection Board.

6.4.3.3. NAF selection boards will forward their nominees to HQ AFRC/A3T. HQ AFRC/A3T is responsible for the AFRC USAFWS Selection Board.

6.4.3.4. If NAF selections out-number slots available to AFRC, AFRC/A3T will convene a board to prioritize the selections received from the NAFs, as required.

6.4.4. Boards will select the most qualified nominees and will attempt to ensure selections are uniformly distributed throughout the various ARC units. HQ AFRC/A3 or NGB/A3 will resolve all disagreements the board president cannot resolve. Boards will reconvene, if necessary, to ensure a fair and equitable selection program.

6.4.5. Baseline course/MDS specific slot allocations:

Table 1. ARC Slot Allocations Summary.

<u>WIC</u>	<u>A-Class</u>	<u>B-Class</u>
A-10 (2 per year)	1 x NGB	1 x AFRC
ABM (2 per year)	1 x NGB	1 x NGB (Even) / AFRC (Odd)
B-52 (1 per year)		1 x AFRC (P/N/E)
C-130 J (1.5 per year)	1 x NGB	1 x AFRC (Even)
C-130 E/H Pilot (2 per year)	1 x NGB	1 x AFRC
C-130 E/H Nav (1.5 per year)	1 x NGB	1 x AFRC (Even)

C-17 (1 per year)		1 x NGB (Even) / AFRC (Odd)
F-15C (2 per year)	1 x NGB	1 x NGB
F-16 (4 per year)	2 x NGB	2 x NGB Odd / 1 x NGB + 1 x AFRC Even
F-22 (1 per year)		1 x NGB (Even) / AFRC (Odd)
HH-60 (2 per year)	1 x NGB	1 x AFRC
Intel (2.5 per year)	1 x NGB + 1 x NGB (Even)	1 x AFRC
Intel Sensor (2.5 per year)	1 x NGB	1 x NGB + 1 x AFRC (Odd)
KC-135 (2 per year)	1 x AFRC	1 x NGB
MC-130 (2 per year)		2 x AFRC (P/N/E)
MQ-1/MQ-9 (2.5 per year)	1 x NGB	1 x NGB + 1 x AFRC (Odd)
RC-135V/W (.5 per year)	1 x NGB (Odd)	
Space (2 per year)	1 x NGB	1 x AFRC

6.5. **Selects.** WS Selection Board selects will attend classes as specified in the AFRC or NGB WS selection board results message.

6.5.1. WS selects will attend classes as specified in the AFPC/DPAOT3 WS selection board results message. Immediately upon selection notification, all ARC primary and alternate selects must begin processing requirements outlined on the WS web page. All WS students are required to have a current Top Secret (TS) clearance with sensitive compartmented information (SCI) access based on a closed and adjudicated Single Scope Background Investigation (SSBI) or SSBI Periodic Reinvestigation (SBPR) with an investigation date within 5 years of course graduation date (CGD), or have an open SBPR. Primary and alternate WS selects without a current TS/SCI clearance must contact their unit security managers and submit all applicable paperwork immediately. Selects without the required access must contact their unit security managers and submit all applicable paperwork. Failure to initiate security clearance actions within the WS mandated timeline may result in inadequate security access at course start date (CSD). The WS/CO may disenroll individuals without the proper accesses. (NOTE: Special consideration should be given to MAF students, prior to recommendation for disenrollment, due to limited SSBI accomplishments on candidates. AMC is rectifying this situation by performing SSBI on individuals earlier.) Reference ETCA for specific security requirements.

6.5.2. Selects must ensure they meet all course start date (CSD) requisites prior to CSD. CSD requisites are defined in each WIC syllabus and in the ACC/A3 Selection Board Announcement Message, prior to each class. If an individual is unable to meet course entry requisites due to extenuating circumstances, send a waiver request to HQ ACC/A3G for NGB units and HQ AFRC/A3T for AFRC units, and courtesy copy respective MAJCOM Weapons and Tactics shops. The WS/CO may disenroll individuals reporting to the WS who do not meet minimum requisites and do not have a waiver (See para. 6.6 Waivers).

6.5.3. Withdrawal, deferment, and alternate activation. WIC candidates may need to withdraw from WIC consideration/selection, or be deferred ("grandfathered") to a subsequent class. Withdrawal for humanitarian or operational necessity (due to personal or family medical conditions, real world operations, changes in available WS resources, etc.) will normally be considered "without prejudice," and the candidate will be allowed to re-compete for any subsequent WIC for which the candidate remains qualified. Withdrawal for no apparent humanitarian or operational justification shall be considered "with prejudice", and the candidate shall generally not be welcome to compete at any subsequent WIC selection board. This includes self-initiated elimination (SIE) after CSD. SIE is processed IAW applicable USAFWS operating instructions (OI). Because of the time sensitivity inherent in activating available alternates, the WIC select's WG/CC (or equivalent) shall coordinate withdrawal requests, prior to CSD, directly with ACC/A3G or HQ AFRC/A3T and state the reason(s) for the select's inability to attend. ACC/A3G or HQ AFRC/A3T will subsequently notify HQ ACC/A3TW. HQ ACC/A3TW will notify the WS and HQ AFPC to coordinate alternate notification (if required). Units must inform ACC/A3G or AFRC/A3T, as soon as practical, if a primary select might not attend WIC; do not wait until it is absolutely certain the select will not attend WS. Without sufficient notification, alternate selects may not be able to adequately prepare and the training slot may go unfilled.

6.5.3.1. Alternate activation. When a WIC select is withdrawn and a selection board-designated alternate is available, HQ ACC/A3TW shall coordinate with HQ AFPC/DPAOT3 and the USAFWS/CO to activate that alternate and notify all concerned parties. If there is more than one designated alternate for a specific WIC, the remaining alternate(s) moves up in priority. If the USAFWS can accommodate more students than selected at the central board, the USAFWS/CO may request HQ ACC/A3T to activate WIC alternates. HQ ACC/A3TW shall direct AFPC/DPAOT3 to notify appropriate organizations of the alternate activation.

6.5.3.2. Withdrawal after selection (before selection message release from ACC/A3G or AFRC/A3T). WIC selects, withdrawing their names after selection but before ARC has released the official WIC selection results message, will require a memorandum from the nominating WG/CC to ACC/A3G, or AFRC/A3T who will then forward the withdrawal notice to ACC/A3T. HQ ACC/A3T shall notify HQ AFPC/DPAOT3 and the USAFWS/CO. HQ ACC/A3TW shall coordinate with ACC/A3G, or AFRC/A3T and the USAFWS/CO, to re-order the remaining selects and alternates for the affected WIC, before releasing the ARC message. Nominally, the first alternate shall become a "primary select" and any remaining alternates will move up in the queue.

6.5.3.3. Withdrawal after selection (after selection message release from ACC/A3G or AFRC/A3T). WIC selects withdrawing their names, after ACC/A3G or AFRC/A3T has released the official WIC selection results message, will require a memorandum from the nominating WG/CC to ACC/A3G or AFRC/A3T, who will then forward the request to ACC/A3T. If appropriate (see paragraph 6.5.3), the nominating WG/CC should request deferment (grandfather) for the select at the time of the withdrawal request. HQ ACC/A3T(W) shall coordinate the withdrawal and any required alternate activation actions immediately (see paragraphs 6.5.3.4 and 5.5.3.6, below), and follow up with any required deferment coordination, once all required alternate activation coordination is complete.

6.5.3.4. Alternate activation. When a WIC select is withdrawn and a selection board-designated alternate is available, HQ ACC/A3T (A3TW) shall coordinate with ACC/A3G or AFRC/A3T and the USAFWS/CO to activate that alternate and notify all concerned parties. If there is more than one designated alternate for a specific WIC, the remaining alternate(s) moves up in priority. If the USAFWS can accommodate more students than selected at the central board, the USAFWS/CO may request HQ ACC/A3T to activate WIC alternates. HQ ACC/A3T(W) shall direct ACC/A3G or AFRC/A3T to notify appropriate organizations of the alternate activation.

6.5.3.5. Deferment (grandfathering). HQ ACC/A3 is the final approval authority for all "grandfathering" decisions. Simply stated, an approved deferment (grandfather) allows WIC candidates to withdraw from the class for which they were selected, and attend a subsequent WIC, without re-competing at the WS selection board. Generally, deferment requests will follow one of two tracks: prior to CSD, from the nominating wing commander to ACC/A3G or AFRC/A3T to HQ ACC/A3, or, after CSD (while student is enrolled in WIC), from the USAFWS Commandant, through the 57 WG/CC, to ACC/A3G or AFRC/A3T to HQ ACC/A3. Because of the time sensitivity inherent in activating available alternates, deferment requests shall be coordinated directly with ACC/A3G or AFRC/A3T to HQ ACC/A3 (via ACC/A3TW. Expect deferred selects to decrement available training allocation selections for the next WIC selection board.

6.5.3.5.1. Prior to CSD. For deferments prior to CSD, the nominating wing commander shall send an electronic request to ACC/A3G or AFRC/A3T, who will forward the request to HQ ACC/A3 (via ACC/A3TW). The request should outline justification for deferment with a minimum of detail pertaining to the particular situation/condition warranting deferment. Common reasons justifying deferrals prior to CSD include, but are not limited to, illness, injury, family emergency or operational requirements (e.g., deployment).

6.5.3.5.2. If the WS cannot support the number of students selected because of a changes in resources (available aircraft, munitions, instructors, etc.), the appropriate weapons squadron (WPS) commander may request, through the USAFWS/CO and 57 WG/CC, to defer one or more students to a subsequent class. The WS Commandant's formal deferral request, through the 57 WG, will be staffed by HQ ACC/A3TW for HQ ACC/A3 approval and then forwarded to ACC/A3G or AFRC/A3T.

6.5.3.5.3. After CSD. Once a student is enrolled in WIC, the appropriate weapons squadron commander may request a deferment approval, through the USAFWS/CO and 57 WG/CC, when the commander judges the student is doing well enough in the course to merit return in a subsequent class without re-competing at the WS selection board. Common reasons justifying “grandfathering” after CSD include, but are not limited to: illness, injury, family emergency, or unplanned changes in WS resources. USAFWS/CO, in coordination with respective WPS/CC, will determine at what point the deferred student may return in the next WIC class. This decision will be based on student availability to return, student performance prior to deferment, MDS mission, syllabus turbulence and requirements at a minimum.

6.6. **Waivers.**

6.6.1. Types of WS waivers. There are three broad waiver categories within the Weapons School program: selection board, course start date (CSD), and end of course (graduation) waivers. Selection board and CSD waiver requests must be submitted through applicant’s wing commander (or equivalent), to HQ ACC/A3G or AFRC/A3T, with courtesy copy to respective MAJCOM Weapons and Tactics shop. NGB/A3 or AFRC/A3 is the final waiver approval authority. The USAFWS/CO shall submit end of course waivers to HQ ACC/A3, via the 57 WG and USAFWC. HQ ACC/A3 is the final waiver approval authority.

6.6.1.1. Selection board waivers. Selection board waivers include minimum MDS/specialty experience, instructor qualification date, and total hours in PAA, as defined by MDS/specialty criteria in the nomination message. Nominees requiring a waiver to meet the selection board, must submit a waiver letter through their wing commander (or equivalent) to HQ ACC/A3G or AFRC/A3T, and courtesy copy their respective MAJCOM weapons and tactics shop. Include the following information: 1) specific reason for waiver request, 2) justification for waiver and 3) other relevant information. Approval of these waiver requests by the ACC/A3 does not guarantee selection at the board, only that the nominee will be allowed to compete for selection. AFRC and NGB nominees are automatically granted an exception for maximum years of rated and/or TAFCSO.

6.6.1.2. Course start date (CSD) waivers. CSD waivers are for requirements that must be met by WIC selects prior to course start date. Do not submit these waivers for the selection board. These requirements include CMR/BMC look-back and landing currency, as well as instructor hours, as defined by MDS/Specialty in the HQ ACC/A3 WS Selection Board Announcement message. The USAFWS/CO may disenroll individuals reporting to the WS who do not meet minimum requirements and do not have a waiver.

6.6.1.2.1. ACC/A3T will send a message to all WS selects’ WG/CCs, NLT 14 days prior to course start date, as a reminder to submit waiver requests for all selects that have CSD requirements shortfalls. WG/CCs with WS selects that require waivers must submit Wing commander, or equivalent, signed waiver requests to ACC/A3G or AFRC/A3T 7 days prior to CSD, who will then forward the requests to ACC/A3TW. WPS/CCs shall collect flying records (or equivalent)

on the first day of the course and verify each student meets course entry requirements. If the WPS/CC finds discrepancies, the USAFWS/CO shall determine whether to disenroll affected students or forward the CSD requirement shortfall to the students' WG/CCs, to initiate a late waiver request to HQ ACC/A3TW, NLT 5 days after CSD. ACC/A3TW will staff the waiver requests to ACC/A3G or AFRC/A3T, with a targeted approval date for all waiver requests before the end of Core 1 academics. Students may not fly/performance syllabus events until HQ ACC/A3 approves the waiver or the CSD shortfall is corrected under instructor supervision (e.g., WIC IP supervises student landing recurrency sortie).

6.6.1.3. Graduation Waivers. If WIC students are unable to complete all syllabus requirements by the established class graduation date, the USAFWS/CO shall prepare a consolidated "graduation" requirement waiver request, NLT the start of the Mission Employment (ME) phase. The waiver request will include both syllabus requirements, not currently met, and those not projected to be met by the end of ME. Details will include any extenuating circumstances, as well as an assessment of CAF/MAF/SOF impact, for not meeting the syllabus requirements. Failure to submit waiver requests in a timely manner may result in students not being allowed to graduate on time.

7. WEAPONS SCHOOL GRADUATE MANAGEMENT.

7.1. **Purpose.** This chapter establishes HQ ACC/A3TW as the CAF WS graduate management OPR and provides CAF WS graduate utilization and tier guidance. HQ AFGSC/A3TW is the B-2/B-52/ICBM graduate management OPR. HQ AFSOC/A3TW is the SOF graduate management OPR. HQ AFSPC/A3TW is the Space graduate management OPR. HQ AMC/A3DT is the MAF graduate management OPR. AFISRA/A3OW is the IWIC/ISWIC graduate management OPR for subordinate units. This chapter provides specific guidance on WS graduate utilization and establishes W-prefix manning levels. HQ ACC/A3TW, HQ AFGSC/A3TW, HQ AFSOC/A3TW, HQ AFSPC/A3TW, HQ AMC/A3DT, and AFISRA/A3OW will coordinate with applicable Air Staff, MAJCOM, and AFPC agencies on all W-prefix manpower actions, to ensure requirements reflect adequate justification for assignment of the W-prefix. NGB and AFRC WS graduate management, utilization and related policies are the responsibility of NGB/A3 for NGB units and HQ AFRC/A3T for AFRC units respectively.

7.2. **USAFWS Graduate Patch.** USAFWS Graduate Patch will be worn as follows:

7.2.1. On the left shoulder of flight suit, or on the left breast pocket of BDUs.

7.2.2. By graduates of USAFWS or USAF Fighter Weapons School.

7.2.3. By current and previous USAFWS instructor cadre.

7.2.4. The bold black bordered USAFWS Graduate Patch designates the graduate as a current or previous FWS or USAFWS instructor and is only authorized for wear by those graduates who have been assigned as a FWS or USAFWS instructor.

7.3. **W-prefix Management.** HQ ACC/A3TW will convene a W-prefix Management Conference, prior to WS selection boards. The following are the objectives of the conference: 1) Determine USAF W-prefix needs, and evaluate Weapons School production

capability. 2) Validate weapons officer billets and scrub current W billet requirements list. 3) Evaluate additional ARC requirements or ARC candidate shortfalls, per paragraph 6.4 Conference attendees will include representatives from USAFWS, AFPC, AFRC, NGB, and all appropriate MAJCOMs. The intent is for Weapons School graduates to be assigned throughout the Total Force, based on needed priorities consistent with the rated prioritization plan. The conference will be held in conjunction with the active duty WS selection boards.

7.4. Weapons School Manning. AFPC will attempt to man each squadron at 100 percent. Weapons School instructor billets are typically long-lead assignments and AFPC will attempt to overlap PCS orders when feasible. This overlap will help ease the squadrons' instructor cadre transition. Failure to properly man each squadron, with fully qualified instructors and mission planning personnel, may result in graduate production lower than Air Force requirements. The Weapons School Commandant, squadron commanders, AFPC, and other responsible MAJCOMs will coordinate instructor assignments.

7.5. W-prefix Utilization. Comply with the following WS graduate utilization directives.

7.5.1. Following WS attendance, WIC graduates shall incur an ADSC, in accordance with AFI 36-2107 (not applicable for ARC). Additionally, graduates who remain on active duty shall serve in a weapons officer position for a total of 5 years, with a minimum of 3 years continuous initial service. Graduate utilization within the initial 3 years from date of graduation shall be in a valid W-prefix billet normally assigned at the operational squadron level. Removing WIC graduates from their primary MDS within the initial 3 year period (e.g for STARNOM, MAJCOM/NAF Exec/CAG, etc) requires MAJCOM/A3 approval (with Cc to ACC/A3TW on MAJCOM/A3 approval letter). MAJCOM/A3 approval is required to ensure graduates remain tacticians in their primary MDS to ensure the USAF gains the appropriate return on investment for the specialized training received IAW the Tier system (described below) and the intent of this paragraph.

7.5.2. Tier System. Weapons officer positions shall be categorized within a three-tier system, to denote desired experience level for each billet. Individual billets shall further be prioritized, independent of Tier level, to optimize use of available weapons officers. Separately, a weapons officer position's priority denotes when a billet should be filled in relation to other billets. It is possible to have a high priority Tier 2 billet filled before a lower priority Tier 1 billet.

7.5.2.1. Tier 1 positions are normally filled by first assignment weapons officers. Tier 1 indicates responsibilities commensurate with a captain or junior major and will normally reside in an operational squadron (operational support squadron or operations group intelligence (OGI) for some intelligence weapons officers). Tier 1 jobs are defined as those jobs that directly support warfighting units or organizations. Tier 1 jobs include fighter, bomber, air control, reconnaissance, intelligence, airlift, information operations, space, missile, and SOF squadrons, (and operational support squadrons or operations group intelligence (OGI) for some intelligence weapons officers) that support AEF-tasked warfighting wings. Although Tier 1 assignments denote an experience level of a first assignment weapons officer, priority positions can be filled by second assignment weapons officers as required.

7.5.2.2. Tier 2 positions indicate responsibilities commensurate with a senior captain or field grade officer and are normally filled by second assignment weapons officers.

Tier 2 billets are normally associated with operations support squadrons (except for intelligence), USAF Weapons School, or test an indicated in [Table 2](#) and [Table 3](#). Although Tier 2 assignments denote an experience level of a second assignment weapons officer, priority positions may be filled by first assignment weapons officers as required.

7.5.2.3. Tier 3 positions are normally filled by graduates with more than 5 years of W-prefix experience and indicate responsibility commensurate with a field grade officer. An individual can be considered a Tier-3 weapons officer once he completes the 5 year payback (2 assignments, or 5-6 years). A Tier-2 weapons officer can fill a Tier-3 position, if there is no one who meets the payback criteria. Conversely, a Tier-3 weapons officer could fill a Tier-2 position, if the individual is the only graduate available. Tier 3 assignments include MAJCOM staff, HAF staff, Joint staff, and Warfighting NAFs with Falconer AOCs. Tier 3 billets may also be filled by field grade weapons officers that have not fulfilled 5 years of “W” service.

7.5.3. New graduates should expect a 3-year assignment to a Tier-1 unit, immediately following graduation from the USAF Weapons School. Graduates PCSing, prior to completing their 3-year payback window, should expect assignment to a tier commensurate with rank and a priority commensurate with USAF weapons officer manning, until the 3-year payback is complete. Following completion of the initial 3-year Tier 1 assignment, graduates can expect assignment to a Tier 2 or Tier 3 job. As a rule of thumb, graduates should not expect assignment to a Tier 3 job until completing tours in Tier 1 and Tier 2 assignments, unless required by the needs of the USAF.

7.5.4. Billets will be prioritized from one (highest) to three (lowest), or “restricted.” Priority One billets are required to support warfighting organizations and should be filled before all others. Priority Two billets are highly desired positions to support critical components of the mission, while Priority Three billets are desired positions to enhance combat capability once higher priority billets have been filled. A restricted billet is not slated for fill until weapons officer manning levels allow. Restricted billets will not have a priority assigned and are used to manage weapons officer force strength when billets exceed available weapons officers. A “restricted” coding is an accounting measure used by AFPC, but is not restrictive or directive for commanders. Restricted billet coding is not permanent and numbers of restricted billets will fluctuate with weapons officer manning levels. Unit commanders are recommended to utilize their weapons officers in their Weapons and Tactics shops, but may assign weapons officers to any duties as required by unit needs IAW para 7.5.1. Commanders should not expect AFPC to backfill vacant “W” billets, as long as the weapons officer placed against that billet remains in that unit.

7.5.5. AFPC will assign weapons officers (WO) to units, by using criteria depicted in [Table 2](#) (below). Billet priorities shall be assigned by the MAJCOM Weapons and Tactics Branch, in coordination with individual units and other MAJCOM directorate FAMs representing units. AFPC shall use billet priorities, in conjunction with desired experience level (Tier), to place weapons officers on assignment. Assignment priorities *do not* dictate that AFPC or commanders fill W-prefix billets to the detriment of professional development, unit need, or Air Force requirements. Before assigning weapons officers outside of defined priorities, AFPC and unit commanders should

consider the impact to CAF/MAF/SOF combat capability and the utilization of a scarce resource.

7.5.6. The W-Management functional area manager (FAM) is HQ ACC/A3TW, HQ AFSPC/A3TW for space weapons officers, HQ AFGSC/A3TW for B-2/B-52/ICBM weapons officers, HQ AFSOC/A3TW for SOF weapons officers, HQ AMC/A3D for MAF weapons officers, and AFISRA/A3OW for IWIC/ISWIC weapons officers assigned to subordinate units, will provide AFPC prioritization guidance, based on CAF/MAF/SOF deployment schedules, anticipated personnel moves, and other factors bearing on mission priorities, when conflicts among competing Tier requirements arise. For example, it could be possible to fill a Tier-2/Priority-1 billet with a Tier-3 graduate, when all/most of the Tier-3/Priority-1 billets are filled. Assigning a Tier-1 or Tier-2 graduate to a Tier-3 position shall require W-Management FAM coordination, before taking final assignment actions.

7.5.7. **(KC-135, C-17, C-130 graduates only)** HQ AMC/DPAD, HQ AMC/A3DT and AFPC will return graduates to the providing unit for 1 year 'payback', when able. This policy will not be used as a means of extending personnel time on station.

Table 2. Weapons Officer Tier / Priority Matrix.

<u>Priority</u>	<u>Tier 1</u>
1	Fighter Squadron WO
1	Bomber Squadron WO
1	Reconnaissance or Attack Squadron WO
1	Intelligence or Information Operations Squadron WO
1	Air Control Squadron WO
1	SOF Squadron WO
1	OSS Intel/OGI WO
1	Tanker Squadron WO
1	Airlift Squadron WO
2	Fighter/ABM/Intel FTU Instructor
<u>Priority</u>	<u>Tier 2</u>
1	OSS/Wing WO
2	USAF Weapons School Instructor

2	Operational Test Squadron WO
3	CTS/SOF FTU Instructor
3	Joint Tactics Squadron
<u>Priority</u>	<u>Tier 3</u>
1	MAJCOM Staff, Headquarters, USAF Staff, Joint Staff Assignments
1	NAFs with AOCs
2	NAFs w/o AOCs
3	AETC Instructor Duties
3	Non-traditional “W” Assignments

Table 3. Space and Missile Weapons Officer Position Tiers.

<u>Priority</u>	<u>Tier 1</u>
1	NAF-C AOC Combat Ops and Plans Division
1	Operational Space Squadron
1	Operational Missile Squadron
2	Space Innovation and Development Center
<u>Priority</u>	<u>Tier 2</u>
1	USAF Weapons School Instructor
2	Operations Support Squadron
2	NAF-C AOC A-Staff and Combat Plans Division
3	Operational Test Squadron WO
<u>Priority</u>	<u>Tier 3</u>
1	MAJCOM FAMS

1	NAF-C AOC A-Staff and Strategy Division
2	MAJCOM Staff
2	USAF Staff
3	Joint Staff Assignments
3	Non-traditional “W” Assignments

7.6. **W-prefix Manning.** Air Force Manpower Standard (AFMS) 13B1 quantifies the manpower required to accomplish wing/squadron weapons shop duties. MAJCOMS, AFPC, AFRC, NGB and the WS will attempt to fill the following W-prefix manning requirements:

7.6.1. Operational Units. **Table 4** lists minimum Wing and Squadron W-prefix manning requirements.

7.6.1.1. W-prefix billets across the AF will be reviewed during the W Management Conference. Billet numbers not in compliance with **Table 4.**, W-prefix manning standards will be brought into compliance by appropriate MAJCOM Weapons and Tactics and Manpower offices.

Table 4. W-prefix Manning Standards.

<u>MDS</u>	<u>Operational Squadron</u>¹	<u>Operational Support Squadron</u>^{5, 6}
A-10	1 Pilot	1 Pilot
AC-130	1 Pilot/1 Nav/1 EWO/1 FCO	1 Pilot/1 Nav or FCO/1 EWO
B-1	1 Pilot/1 WSO	1 Pilot/1 WSO
B-2	1 Pilot	4 Pilots
B-52	1 Pilot/1 RN/1 EWO	2 Pilots/2 RNs/2 EWOs
C-130 E/H	1 Pilot/1 Nav	1 Pilot /1 Nav ⁷
C-130 J	2 Pilots	1 Pilot
C-17	1 pilot	2 Pilots
CRC/Air Defense unit	1 ABM	1 ABM
E-3C	1 ABM ²	1 ABM ⁸
E-8	2 ABMs	2 ABMs

EC-130H	2 EWOs	2 EWOs
F-15C	1 Pilot	1 Pilot
F-15E	1 Pilot/1 WSO	1 Pilot/1 WSO ⁹
F-16	1 Pilot	1 Pilot ¹⁰
F-22	1 Pilot	1 Pilot
HH-60G	1 Pilot ³	1 Pilot
KC-135	1 Pilot	2 Total (at least 1 Pilot ¹¹)
MC-130	1 Pilot/1 Nav/1EWO	1 Pilot/ 1 Nav /1 EWO
MQ-1/MQ-9	1 Pilot	1 Pilot
RC-135V/W	2 EWO ⁴	3 EWOs

Notes:

1. Operational squadron is defined as all fighter, bomber, special operations, command and control, intelligence, information operations, reconnaissance, attack, tanker or airlift squadrons, to include FTUs.
2. 552 ACW will maintain 3 ABMs in each operations squadron.
3. Two per active duty squadron with eight or more aircraft.
4. One each for the Combat Training Squadron.
5. Any composite wing containing more than one MDS is authorized the manning for each MDS. For example, a wing containing F-16s and A-10s is authorized one F-16 Weapons Officer and one A-10 Weapons Officer at the OSS.
6. For airlift/tanker wings with less than two operational squadrons, cut the OSS authorizations in half.
7. One Pilot or Nav for the 34th CTS.
8. 552 OSS will maintain 3 ABMs.
9. 4 OSS will maintain 2 Pilots and 2 WSOs.
10. For wings with 2 or more operational squadrons, 2 Pilots are authorized at the OSS.
11. 22 OG may substitute 1 Navigator for 1 Pilot in up to 50% of their Operational Squadrons.

7.6.2. Other Units:

7.6.2.1. Intelligence. Intelligence Weapons Instructor Course (IWIC) graduates are assigned to a list of prioritized OSS Intelligence flight or Operations Group Intelligence W-prefix billets. Intelligence Sensor Weapons Instructor Course

(ISWIC) graduates are assigned to a list of prioritized Intelligence Squadron, Information Operations Squadron, or Operational Support Squadrons W-prefix billets. ACC/A3TW, AFISRA/A3OW, and AFPC will manage the list IAW priorities established at the annual W-prefix conference. After the initial Tier 1 assignment, and prior to completing the 5-year Weapons School graduation commitment, IWIC and ISWIC fill vacant Tier 2 "Grad-Plus" billets.

7.6.2.2. Space and Missile. Space and ICBM WIC graduates are assigned to primarily support two areas: the operational planning and execution of integrated air and space power; and the integration and tactics development at operational space or missile units. Graduates are assigned IAW [Table 3](#) and the AFSPC/A3 and AFGSC/A3-approved billet plan, which expands on [Table 3](#) and identifies space and ICBM weapons officer billets force-wide. Changes to the AFSPC/A3 or AFGSC/A3-approved billet plan must be coordinated through the appropriate MAJCOM/A3TW office.

7.6.3. HQ ACC/A3TW, AFGSC/3TW, ACC/A3GW, AFRC/A3T AFSOC/A3TW AFSPC/A3TW, AMC/A3DT, and AFISRA/A3OW maintains all applicable "W"-prefix priority lists. These lists are produced and updated at the annual W-prefix Management conference. These priority lists will be approved by HQ ACC/A3, HQ AFGSC/A3, HQ AFSOC/A3, HQ AMC/A3, or AFISRA/A3. To be considered for the priority list, units/MAJCOMs must submit their request to HQ ACC/A3TW, AFGSC/3TW, HQ AFSOC/A3TW, HQ AMC/A3DT, or AFISA/A3TW.

7.6.4. Additional Authorizations. The above W-prefix authorizations are in coordination with WS graduate production capacity. However, these manning levels do not preclude additional W-prefixes or special W-prefix authorizations (such as an EWO, Space, Missile, and Intel), if unit tasking dictates.

7.7. **Weapons School Responsibilities.** NLT 30 days after graduation, the WS registrar, through the WS/CO, will update OTA and forward the name, rank, and SSAN of each WS graduate to AFPC/DPAO, HQ ACC/A3TW, HQ ACC/A1M, AFGSC/A3TW, HQ AFSOC/A3TW, HQ AFSOC/DP, HQ AFSPC/A3TW and HQ AFSPC/A1, as applicable.

7.8. **Forms Adopted.** AF Form 847, *Recommendation for Change of Publication*

PHILIP M. BREEDLOVE, Lt Gen, USAF
DCS, Operations, Plans and Requirements

ATTACHMENT 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 10-21, *Air Mobility Lead Command Roles and Responsibilities*, 1 May 1998
AFI 11-212, *Munitions Requirements for Aircrew Training*, 8 April 2009
AFPD 11-4, *Aviation Service*, 1 September 2004
AFI 11-260, *Tactics Development Program*, 12 December 2003
AFI 14-202V2, *Intelligence Standardization/Evaluation Program*, 10 March 2008
AFI 36-2107, *Active Duty Service Commitments (ADSC)*, 22 April 2005
AFI 38-101, *Air Force Organization*, 4 April 2006
AFMAN 33-363, *Management of Records*, 1 March 2008
AFMD 2, *Air Combat Command*, 1 September 1996
AFMD 5, *Air Force Space Command*, 1 August 1997
AFMD 6, *Air Force Special Operations Command*, 1 September 1996
AFRCI 36-2102, *Air Force Reserve Service Commitment Date Program*, 26 March 2004

Abbreviations and Acronyms

10 AF/AA3— Tenth Air Force, Assistant Director of Operations
10 AF— Tenth Air Force
10 AF/A3— Tenth Air Force, Director of Operations
10 AF/A3T— Tenth Air Force, Training Branch
10 AF/A3TV— Tenth Air Force, Standardization and Evaluation Branch
10 AF/A3TW— Tenth Air Force, Weapons and Tactics Branch
ABM— Air Battle Manager
ACC— Air Combat Command
ACC/A3— Air Combat Command, Director of Aerospace Operations (DO)
ACC/A3G— Air Combat Command, Air National Guard Advisor to the DO
ACC/A3TW— Air Combat Command, Weapons and Tactics Branch
ACC/DPAO— Air Combat Command, Officer Assignments Branch
ADSC— Active Duty Service Commitment
AETC— Air Education and Training Command
AETC/A3Z— Air Education and Training Command, Graduate Flying Training Division
AFB— Air Force Base

AFDCGS— Air Force Distributed Common Ground System

AFGSC— Air Force Global Strike Command

AFGSC/A3TW— Air Force Global Strike Command Weapons and Tactics Office

AFISRA— Air Force Intelligence, Surveillance, and Reconnaissance Agency

AFISRA/A3OW— Air Force Intelligence, Surveillance, and Reconnaissance Agency Weapons and Tactics Office

AFPC— Air Force Personnel Center

AFPC/DP— Air Force Personnel Center, Director of Personnel

AFPC/DPAOT3— Air Force Personnel Center, Special Flying Programs

AFRC— Air Force Reserve Command

AFRC/A3TT— Air Force Reserve Command, Training and Tactics Branch

AFMSS— Air Force Mission Support System

AFSOC— Air Force Special Operations Command

AFSOC/A3TW— Air Force Special Operations Command, Weapons and Tactics Branch

AFSPC— Air Force Space Command

AFSPC/A3TW— Air Force Space Command, Weapons and Tactics Branch

AFTTP— Air Force Tactics Techniques and Procedures

AMC— Air Mobility Command

AMC/A3— Air Mobility Command, Director of Operations

AMC/A3G— Air Mobility Command, Air National Guard Advisor to the DO

AMC/A3D— Air Mobility Command, Combat Operations Division

AMC/A3DT— Air Mobility Command, Combat Tactics Branch

AMC/CC— Air Mobility Command, Commander

ARC— Air Reserve Component

AFWC— Air Force Warfare Center

CAF— Combat Air Forces

CC— Commander

CMR— Combat Mission Ready

COMACC— Commander, Air Combat Command

CONOPS— Concept of Operations

CRC— Control and Reporting Center

CSAF— Chief of Staff, United States Air Force

CSARF— Combat Search and Rescue Forces

DGS— Distributed Ground System
DRU— Direct Reporting Unit
ECMO— Electronic Counter Measures Officer
ECMT— Electronic Counter Measures Technician
ECO— Electronic Combat Officer
ETCA— Education and Training Course Announcements
EWO— Electronic Warfare Officer
FME— Foreign Material Exploitation
FTU— Flying Training Unit
HQ— Headquarters
IAW— In Accordance With
ICBM— Intercontinental Ballistic Missile
IOS— Information Operations Squadron
ISR— Intelligence, Surveillance and Reconnaissance
ISWIC— Intelligence Sensor Weapons Instructor Course
IWIC— Intelligence Weapons Instructor Course
JMPS— Joint Mission Planning System
MAF— Mobility Air Forces
MAJCOM / equivalent— Major Command / equivalent echelon
MDS— Mission Design Series
MM III— Minuteman III
NAF— Numbered Air Force
NLT— Not Later Than
NGB— National Guard Bureau
OCR— Office of Collateral Responsibility
OG— Operations Group
OG/CC— Operations Group Commander
OPR— Office of Primary Responsibility
OSS— Operational Support Squadron
PACAF— Pacific Air Forces
PACAF/A3OW— Pacific Air Forces, Weapons and Tactics Branch
PCS— Permanent Change of Station

SAR— Special Access Required

SSBI— PR—Single Scope Background Investigation—Periodic Review

SCI— Sensitive Compartmented Information

SD— Senior Director

TACS— Tactical Air Control System

TAFCSD— Total Active Federal Commissioned Service Date

TD&E— Tactics Development and Evaluation

TS— Top Secret

TS/SCI— Top Secret/Sensitive Compartmented Information

UFT— Undergraduate Flying Training

USAF— United States Air Force

USAFE— United States Air Forces in Europe

USAFE/A3TW— United States Air Forces in Europe, Weapons and Tactics Branch

USAFWC— United States Air Force Warfare Center

WG— Wing

WG/CC— Wing Commander

WIC— Weapons Instructor Course

WS— Weapons School

WS/CO— Weapons School Commandant

WSEP— Weapons System Evaluation Program

Terms

Weapons Shop— used to refer to Weapons and Tactics Offices

ATTACHMENT 2

TACTICS LIBRARY INDEX

A2.1. Tactics Library Index. The following list is a departure point for establishing unit tactics libraries. Do not maintain publications on this list, which are not necessary to support planning, training or conducting the unit mission. Add and maintain additional, specific publications.

- A2.1.1. Applicable AFTTP 3-series publications.
- A2.1.2. Applicable AFI 10- and 11-series instructions.
- A2.1.3. Applicable WSEP Reports and Plans.
- A2.1.4. Applicable 1, 25, 33, 34, Technical Orders.
- A2.1.5. Applicable USAF Weapons Instructor Course Texts.
- A2.1.6. Appropriate JMEM publications.
- A2.1.7. Tactics Analysis Bulletins.
- A2.1.8. Applicable Electronic Combat Handbooks.
- A2.1.9. Applicable FME Reports.
- A2.1.10. TD&E Final Reports.
- A2.1.11. Exercise and Deployment After Action Reports.
- A2.1.12. Tactics Analysis Team Reports.
- A2.1.13. USAF Weapons Reviews (Classified and Unclassified).

ATTACHMENT 3

RESPONSIBILITIES

A3.1. MAJCOMS:

A3.1.1. HQ ACC/A3 has overall responsibility for the conduct of the Weapons Schools. ACC/A3 is the sole authority for cancellation of any of their respective WIC classes.

A3.1.2. Liaison with HQ USAF, lateral commands, and subordinate weapons and tactics organizations.

A3.1.3. Familiarize with current and projected enemy threats within the command's area of responsibility.

A3.1.4. Conduct staff assistance visits as requested.

A3.1.5. Recommend priority, OPR, and action to correct identified deficiencies in tactical employment capability.

A3.1.6. Coordinate on the review and update of weapons delivery manuals, technical orders and directives.

A3.1.7. Focal point for Special Access Required (SAR) programs affecting weapons and tactics employment.

A3.1.8. Coordinate allocation and beddown of theater munitions in conjunction with AF/A5R and training requirements.

A3.2. HQ ACC/A3TW:

A3.2.1. ACC Weapons and Tactics Program and USAFWS Graduate Management Program OPR.

A3.2.2. AFI 11-415, Weapons and Tactics Programs and AFI 11-260, *Tactics Development Program* OPR.

A3.3. HQ AFSOC/A3TW:

A3.3.1. AFSOC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for SOF.

A3.3.2. Tactics Development Program OPR for SOF.

A3.4. HQ AMC/A3DT:

A3.4.1. AMC Weapons and Tactics Program.

A3.4.2. MAF Tactics Development Program OPR.

A3.4.3. MAF Graduate Management OPR

A3.5. HQ AFSPC/A3TW:

A3.5.1. AFSPC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for Space.

A3.5.2. Tactics development OPR for Space.

A3.6. AFISRA/A3OW:

A3.6.1. AFISRA Weapons and Tactics Program and USAFWS Graduate Management Program OPR for IWIC/ISWIC graduates in AFISRA and AFISRA-gained units.

A3.6.2. Tactics development OPR for AFISRA and AFISRA-gained units.

A3.7. HQ AFGSC/A3TW:

A3.7.1. AFGSC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for B-2, B-52 and ICBMs.

A3.7.2. B-2/B-52/MMIII Tactics Development Program OPR.

A3.8. NAF. Direct Reporting Units (DRU) assume the same responsibilities in managing weapons and tactics functions as numbered air forces.

A3.8.1. Focal point for liaison with major commands, lateral numbered air forces and subordinate unit tactics organizations.

A3.8.2. Conduct tactics development and dissemination responsibilities IAW applicable Tactics Development Programs.

A3.8.3. Specifically evaluate NAF capability to deploy, task and control combat forces from the air component command level.

A3.8.4. Develop procedures and tactical materials necessary to task units from the air component command level.

A3.8.5. Develop and sponsor composite force training exercises.

A3.9. OSS (or Equivalent). Air Defense Sectors assume the same responsibilities in managing weapons and tactics functions as the OSS.

A3.9.1. Ensure assigned personnel are familiar with the unit mission/tasking and expected enemy threat.

A3.9.2. Assess the combat capability of the unit, document training, equipment, support or tactics deficiencies; and report them to the Operations Group Commander.

A3.9.3. Ensure adequate procedures are developed for planning combat/operational missions.

A3.9.4. Establish applicable working liaisons with intelligence, maintenance, munitions (IAW AFI 36-2217), and avionics functions.

A3.9.4.1. Forecast and distribute allocated munitions between assigned units.

A3.9.4.2. Forecast new training and combat munitions.

A3.9.4.3. Integrate new munitions into daily operations and exercises.

A3.9.4.4. Coordinate beddown of new munitions.

A3.9.4.5. Consolidate, coordinate, and release Quarterly Munitions Expenditure Reports.

A3.9.5. Act as OCR for unit publications and scenarios dealing with training, exercise and evaluations to ensure they are based on sound tactics.

A3.9.6. Closely coordinate to ensure standardization and evaluation examiners remain abreast of all combat employment concepts and all mission qualification flights reflect unit taskings.

A3.9.7. Coordinate unit involvement in the Tactics Development Program and conduct wing tactics review board IAW applicable Tactics Development Program .

A3.9.8. Develop procedures for timely dissemination of tactical and intelligence information to applicable wing/group.

A3.9.9. Act as OPR for unit weapons and tactics training and mission planning.

A3.9.10. Establish and supervise applicable wing weapons competitions, armament recording pro-grams and combat airdrop training.

A3.9.11. Participate in applicable unit verification and certification programs.

A3.9.12. Act as the approval authority for applicable drop zone and landing zone surveys (N/A for fighter wings).

A3.9.13. Supervise applicable Range Control Officer Program (N/A for space and missile wings).

A3.9.14. Maintain liaison with lateral units, as necessary, to increase training effectiveness and realism through the use of outside assets (e.g., ranges, command and control systems, support aircraft, threat simulators).

A3.9.15. Review applicable technical orders, tactics manuals and regulations for errors; identify deficiencies to applicable headquarters OPRs.

A3.9.16. Utilize assigned WS graduates as set forth in Chapter 2 and Chapter 7 of this instruction.

A3.9.17. Act as OPR for all unit composite force training.

A3.9.18. Act as OPR for wing WS nomination packages and waiver requests.

A3.9.19. Reports bombing and countermeasure data.

A3.9.20. Chair malfunction/incident review panel. Investigate, prepare, coordinate malfunction report and submit to higher headquarters.

A3.10. Squadrons:

A3.10.1. Ensure assigned personnel are familiar with unit mission/tasking and expected enemy threat.

A3.10.2. Assess unit combat capability, document deficiencies and initiate corrective action or report deficiency and recommend action to the operations officer/commander.

A3.10.3. Provide inputs to unit training programs to gain and maintain maximum capability to employ available resources in expected combat/operational conditions.

A3.10.4. Ensure appropriate tactics related study materials are available for unit personnel use.

A3.10.5. Ensure tactics information is disseminated to unit personnel in a timely manner.

A3.10.6. Develop procedures and materials required for mission planning.

A3.10.7. Establish applicable working liaisons with intelligence, maintenance, munitions (IAW AFI 36-2217), and avionics functions.

A3.10.8. Maintain a tactics library as directed by the Chief of Wing/Group Weapons Shop and this regulation.

A3.10.9. Conduct unit tactics review board. Document validity of existing tactics, recommend new/improved tactics and report findings, IAW applicable Tactics Development Program.

A3.10.10. Coordinate the activities of assigned intelligence and targeting personnel, the Air Force Mission Support System (AFMSS), or the Joint Mission Planning System (JMPS).

A3.10.11. Track unit's WS nominee application and entry requirements. Liaison with wing OPR to ensure proper waivers are submitted.

ATTACHMENT 4

PROCEDURES TO ESTABLISH A NEW WIC

A4.1. General. Refer to Chapter 4 of this document for guidance on establishing a new WIC. For proposed new WICs, this attachment will further outline required approval authority, USAFWS entry standard, weapons officer utilization, supportability requirements, and command and control requirements for proposed WICs. It will then outline the staffing process for proposed WICs, standard timeline, and current relevant issues and related problem areas. NOTE: The entire process to create a WIC can take as long as 5 years.

A4.2. Approval authority. Any proposal to establish a new WIC must be approved by the CSAF. The Program Element Manager (PEM) and Functional Area Manager (FAM) of the MAJCOM owning the weapons system or mission area seeking to establish a WIC begins the process by presenting a written CONOPs to the USAF Warfare Center (USAFWC). A well thought out and written CONOPs is the cornerstone of the proposed WIC and must address the following areas.

A4.2.1. USAFWS entry standard.

A4.2.1.1. Mission requirement: Every proposed WIC must conduct the preponderance of its mission in one or more of these distinctive capabilities: Air and Space Superiority, Precision Engagement, Global Attack, Information Superiority, and/or Rapid Global Mobility

A4.2.1.2. Weapons officer utilization. Address these areas in detail in the CONOPs:

A4.2.1.2.1. Undergraduate career path: Outline in detail the career path an officer will take from entry into the weapons system or combat capability that will lead to entry in the proposed WIC.

A4.2.1.2.2. WIC entry requirements: Outline in detail the desired criteria for officers to enter training in the proposed WIC. Comply with the guidelines in para 5.3 of this document.

A4.2.1.2.3. CAF "W-prefix" manpower requirements and graduate utilization plan: Analyze in detail the projected requirement for W-prefix manpower authorizations across the CAF. See Table 4 "W-prefix Manning Standards" for guidance. Provide suggested prioritization of requested authorizations IAW para. 7.5 and Table 2 and/or 3.

A4.2.1.3. Syllabus requirements: Create a detailed draft WIC syllabus. Examples of all current USAFWS syllabi can be found on the ACC TRSS Website: <https://wwwmil.acc.af.mil/TRSS/DEFAULT.HTM>.

A4.2.1.4. Graduate requirement: Based on the manpower analysis and graduate utilization plan, analyze the annual graduate production requirement from the proposed WIC. Use a 3-year refresh rate for planning purposes IAW para. 7.5.1.

A4.2.1.5. WIC support plan: Define the number of WIC instructors and other support personnel needed to support the proposed graduate requirement. Instructor-to-student ratio is not strictly defined, however, any ratio higher than 2:1 is likely unsupportable.

A4.2.2. Supportability requirements. Failure to identify specific sources of required support renders the CONOPs invalid and unsupportable. Additionally, stating that the USAFWS will fund a proposed WIC “out of hide” until the owning PEM/FAM can include the requirement in the next POM cycle is not acceptable. Such CONOPs will not be staffed forward by ACC/A3TW and will be returned to the originator to address the shortfalls. Address these areas in detail in the CONOPs:

A4.2.2.1. Manpower support: Identify in detail active-duty and civilian manpower requirements. Identify which specific organizations/functions will transfer manpower authorizations (by manpower UMD position number) to HQ ACC/57 WG/USAFWS to support the proposed WIC.

A4.2.2.2. Funding support: Estimate in detail the O&M, adversary air support, range support, and contract (typically courseware development and sustainment under the current USAFWS contract) support costs required to operate the proposed WIC. Identify in detail (by Program Element Code) what organizations/functions will transfer funding to HQ ACC/57 WG/USAFWS to support the proposed WIC.

A4.2.2.3. Aircraft support: Identify specific TF-coded aircraft (to include a sustainment funding line) to be transferred to the 57 WG/USAFWS or provide properly staffed/signed memoranda or agreement clearly defining how host MAJCOMs/Wings will support the proposed WIC with aircraft/flying hours/range time and any other syllabus-required resources.

A4.2.2.4. Facilities support: Identify in detail (by base and facility building number) the operations, training, and maintenance facilities required to support the proposed WIC. If none exist, provide estimated MILCON requirements (in this case, include estimated cost of any required temporary facilities needed while awaiting completion of MILCON if proposed WIC is approved for execution). If the CSAF approves the CONOPs and directs the WIC be created, coordinate for a SATAF. ACC/A5B will conduct all SATAFs for new WICs.

A4.2.3. Command and control requirements. All USAFWS squadrons will be under the command of the Commandant, and will report through the 57th Wing and the USAF Warfare Center to HQ ACC.

A4.3. Staffing process. The PEM/FAM of the MAJCOM owning the weapons system or mission area seeking to establish a WIC begins the process by presenting a written CONOPs, prepared as outlined in this document, to the USAFWC. Once USAFWC determines that the proposed WIC meets the entry standard, the proposal will be staffed as an organizational change request (OCR) from the sponsoring MAJCOM PEM/FAM to ACC.

A4.3.1. ACC/A3TW is the ACC staff point of entry and advocate for all ACC staff actions related to the proposed new WIC. ACC/A3TW will review the OCR and proposed syllabus for proper coordination and will seek ACC/A3 endorsement.

A4.3.2. ACC/A3TW will forward the ACC/A3-endorsed OCR to ACC/A1M (Manpower and Organization), ACC/A5P (Programs) while simultaneously staffing the proposed syllabus through the ACC TRSS.

A4.3.2.1. These organizations will seek Air Staff approval for proposed organizational structure, manpower and logistics requirements, funding requirements, and will coordinate for any required environmental impact or other studies.

A4.3.3. Once the OCR is approved, ACC/A3TW, A1M, and A5P will coordinate with ACC/FM to execute funding, manpower, and logistics support. Once all listed actions are complete, ACC/A3TW will submit the completed package (through A3 and COMACC) to the CSAF for approval.

A4.4. Planning timeline. As noted in the opening paragraph of the attachment, the entire process outlined above can take from 3 to 5 years to complete. As the POM budget cycle is two years, it is desirable to begin the process of seeking CSAF approval for a new WIC at least two and a half years prior to desired execution.

A4.4.1. Coordination to complete an executable CONOPs, staffing the resulting OCR, and gaining ACC/A3 endorsement typically requires two years. It is not uncommon for draft documents to require more than one revision before an approval can be obtained.

A4.4.2. If MILCON is required, the request must be submitted to Congress. Standard timeline for such a request from submission to execution is five years.

A4.5. Common WIC request problem areas and trends.

A4.5.1. Incomplete CONOP. Proposed CONOP does not convey the detail to evaluate the graduate utilization and management, sustainment requirements, or funding. Proper attention to creating a high-quality CONOPs will significantly ease the process and improve the likelihood of success.

A4.5.2. There has been an alarming trend recently in the quality and rigor of proposed WIC syllabi. The CSAF stated in July 2006 that “We will not accept an FTU-level course...” as a Weapons School course of instruction. This has led to ACC/A3TW nonconcurrence on proposed syllabi which adds additional time to the staffing process.

A4.5.3. There has also been an alarming trend recently as parties with an agenda try to force the creation of new WICs by shortcutting the process in an attempt to meet a perceived need. Our historical data reflects that WICs that were created in an expedited manner did not fully consider all CONOP aspects and have thus suffered by not having adequate funding, adversary support, sustainment, and other WIC shortfalls.